

OFFICE OF WOMEN
IN
DEVELOPMENT

RESULTS REVIEW
AND
RESOURCE REQUEST
FY 1999

BUREAU FOR GLOBAL PROGRAMS
FIELD SUPPORT
AND
RESEARCH

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PART I: OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

For more than twenty years USAID has been committed to focusing attention on gender considerations as a vital part of development assistance and USAID programs. Gender issues are fundamental to sustainable development across all USAID goal areas.

The long-term goal of the Office of Women in Development is to focus attention on gender issues in all USAID programs worldwide. Under the current Strategic Plan (FY 1995-2003), G/WID has identified four priority areas in moving toward this goal. These four are identified as Strategic Support Objectives (SSOs), since G/WID's objectives can only be accomplished in conjunction with USAID country programs, regional projects, and/or other centrally funded activities.

Strategic Support Objective 1: Improved Economic Status of Women
in Latin America and the Caribbean, Asia and the Near
East, and Africa

Strategic Support Objective 2: Improved Educational
Opportunities for Girls in South Asia and Africa

Strategic Support Objective 3: Improved Women's Legal and Property
Rights and Increased Participation in Governance and
Civil Society

Strategic Support Objective 4: Support Integration of Gender Issues
through USAID Regional and Country Programs

Gender refers to the economic and socio-cultural roles of men and women and the terms of their interaction. Gender issues are thus pertinent in virtually all sectors in which USAID works, and similar problems constrain efforts to address gender considerations across sectors. These include:

- o Limited capacity of organizations undertaking development programs to design and implement interventions that positively impact on women;
- o Need for greater knowledge regarding women's roles;
- o Limited dissemination of information on women's roles and status;
- o Need for greater professional expertise on women's roles;

- o Need for guidance and incentives to increase attention to gender considerations.

G/WID thus works to address these problems in order to contribute to the attainment of its strategic support objectives. Our program, under each SSO, is focused on (1) developing NGO capacity; (2) building knowledge; (3) communications and information dissemination; (4) developing professional expertise on gender; and (5) a variety of technical support and policy development activities designed to improve the extent to which USAID addresses gender in all its programs.

A number of the key activities in the G/WID program are designed to make contributions across all four of our SSOs. These include:

- **Promoting Women in Development through Advocacy and Research (PROWID).** This small grants program for NGOs is designed to test innovative intervention strategies to enhance women's economic, political, and social status and support advocacy that draws policy attention to women in development. To build NGO capacity, PROWID offers grantees on-site training and technical assistance.
- **Women in Development — Communications and Outreach (WIDCOM).** This on-site activity provides communication and outreach services for the Office of Women in Development and all its associated programs. The activities include publication of a quarterly newsletter and other publications, planning and implementation of monthly seminars, as well as workshops and special events, and management of a gender and development resource center.
- **Women in Development — Technical Assistance (WIDSR).** On-site at G/WID, DevTech provides technical assistance, gender analyses and information for activity, program and policy decision-making. Technical assistance is available to both Central Bureaus and Missions.
- **Women in Development — Technical Assistance (WIDTECH).** Under this contract, technical assistance and training are provided to identify and develop innovative approaches to addressing the constraints faced by women in developing countries. Support is given to Missions and Bureaus in incorporating gender in policy, activity design and implementation, and monitoring and evaluation.
- **WorldWID Fellows Program.** The Fellows Program provides career development opportunities that enable highly-qualified technical candidates to become field-experienced experts in gender issues and programs. Under this program, fellows not only contribute to the institutionalization of gender concerns in USAID, but also carry their skills in gender analysis and development to their original places of employment at the conclusion of the fellowship, thus expanding the professional WID cadre beyond the bounds of USAID.

Limitations on Attainment of Results: Staffing and Procurement Delays

The budget uncertainties, procurement delays, and Agency reduction in force that affected the Agency as a whole during FY 96 also had a direct impact on implementation of programs and timely achievement of results in G/WID. The most critical factors were delays in key procurements, including the cooperative agreement for the WorldWID Fellows Program, the implementation contracts for the Girls' and Women's Education Initiative, and the WIDTECH technical assistance contract. G/WID has substantially achieved its planned targets despite these constraints. The need to maintain a high level of technical support to the field, in the face of the reduction in force and the absence of key procurements, has meant, however, that G/WID staff have not been able to participate as extensively as planned in the development of gender-integrated Agency guidance. Key procurements and staff were in place by the conclusion of FY 96, and progress during FY 97 should reflect these actions. G/WID plans particularly to intensify its work with PPC on policy guidance.

Strategic Support Objective 1: Improved Economic Status of Women in LAC, ANE, and Africa

I. Overview and Factors Affecting Program Performance

A. Overview

The Office of Women in Development provided technical leadership and support for improving women's income and employment opportunities through several implementing mechanisms during FY 96 and is able to demonstrate progress in moving toward the target of improved economic status of women in 15 targeted areas over the strategy period. Five Intermediate Results contribute to achievement of the Strategic Support Objective. They are:

- 1.1 Capacity of NGOs to address women's economic issues strengthened
- 1.2 Improved knowledge of women's economic roles and status
- 1.3 Effective outreach
- 1.4 Professional WID cadre developed
- 1.5 Improved integration of gender considerations in Agency policy and programs in economic growth

B. Factors Affecting Program Performance

Activities under this SSO, with the exception of those directed to IR 1.2, are implemented through the broad based office activities. To a larger extent than for SSO2 and SSO3, which have direct initiatives, results are dependent on collaboration with other USAID units.

II. Progress Towards Objectives

A. Performance Analysis

1.1 Capacity of NGOs to address women's economic issues strengthened

Two G/WID programs addressed this IR with reference to economic issues in FY 96, making it possible to more than meet the target of initiating activities to strengthen three NGOs, through this period.

PROWID: Three of the nine grants made by PROWID to NGOs in FY 96 will strengthen NGOs dealing with women's economic issues in LAC and ANE. Grants seeking to improve women's economic status were made to:

- The Centre for Women's Research in Sri Lanka, to increase women's access to nontraditional vocational training
- Friends of Women's World Banking, India, to develop training modules in business planning and analysis of financial viability
- Transparencia in Mexico, to promote the participation of indigenous women's groups in World Bank-funded community development projects

African Women Leaders in Agriculture and Environment (AWLAE): G/WID administers a grant with Winrock International to develop and strengthen local NGOs in six or more countries in Africa. The NGOs developed under the AWLAE program are associations of professional women working in the fields of agriculture and the environment. The purpose of the associations is to make a link between farmers, the majority of whom are women, and the agricultural and environmental policies that affect their work and their incomes. By the end of FY 96, associations had been registered in six countries (Kenya, Uganda, Tanzania, Cote d'Ivoire, Senegal, Mali). The activity provides leadership training and specific programs to build the institutional capacity of the NGOs.

1.2 Improved knowledge of women's economic roles and status

Knowledge of the impact of gender on development results and of factors affecting women's status is often derived from small-sample or case studies that do not provide the broad findings useful for program and policy development. High quality, rigorous policy research is needed, particularly in the area of economic analysis. The legitimacy of arguments about gender as a significant variable in economic policy and programming will be built on a knowledge base that conforms to the accepted research standards for the field. The planned achievement for FY 96 for SSO1, to commence three research studies, was met and exceeded.

International Food Policy Research Institute (IFPRI). Through a four-year grant (1996-1999) entitled "Strengthening Development Policy through Gender Analysis," G/WID is supporting IFPRI to undertake in-depth research on intrahousehold allocation processes. It is a multicountry program to examine the ways in which gender roles within the household affect the impact of economic development programs, for individuals and households, and for the country.

The activity includes the development of economic models and data collection methods that permit investigation of the determinants of intrahousehold resource allocation for a broad set of policy questions, including (1) promoting economic growth through appropriate macroeconomic policies and productivity-enhancing initiatives; (2) improving access to resources such as land and credit; (3) protecting vulnerable groups from income loss and other shocks; and (4) improving individual health and nutrition.

The research program consists of long-term studies (2 to 3 years) in four countries, and one year studies in up to 14 additional countries. During FY 96, three of the four long-term studies were initiated, in South Africa, Ethiopia, and Bangladesh.

The grant also is funding supplementary studies in up to 14 other countries in sub-Saharan Africa, South Asia, and Latin America. These studies are designed to add a gender or intrahousehold component to other proposed and ongoing studies. During FY 1996, supplementary studies were approved and initiated in Zimbabwe, Ghana, and Nepal.

Presentation and distribution of the research results and of their relevance for development policy are an essential part of the grant. Results under this aspect of the grant are discussed under IR 1.3. As planned, at least six studies were initiated during FY 96.

1.3 Effective outreach

Outreach activities associated with improving women's economic status have been carried out in part through the on-site communications contract, WIDCOM. Seminars for USAID and NGO representatives are held monthly to discuss field experience and success stories related to women in development. During FY 96, three of six seminars covered issues related to women's economic status. The International Women's Day program in 1996, "Increasing the Returns to Development: Women Lead the Way," held in the Rayburn House Office Building, included presentations on women's role in agriculture and on girls' education.

In addition, many of the other grants and contract activities funded by G/WID include outreach and communication components as a part of their workplans. The communication and outreach activities of IFPRI are particularly important. The impact of the research activities for USAID and for SSO1 depends on their interpretation in policy relevant terms, and dissemination to USAID Missions and policy makers. Outreach activities under the IFPRI grant include E-mail conferences, newsletters, seminars, discussion papers, journal articles, policy briefs, technical briefs, and research reports. During FY 96, the project supported an electronic conference on Gender and Property Rights. The commissioned papers for this conference have been accepted for publication in a forthcoming issue of World Development. It also supports an electronic conference, Gender-CG, on gender issues in agricultural development. Other communication activities completed under this grant in FY 96 include twelve IFPRI seminars, five discussion papers, and two journal articles during 1996. Research reports and policy and technical briefs will be forthcoming as the initial supplementary research programs are completed.

The planned activities for this IR for FY 96 in terms of the G/WID seminar series and dissemination of information to the field were more than met through the WIDCOM and IFPRI programs. The plan also called for an annual newsletter focused on the economic role of women. The planning for this activity was initiated in FY 96, and the third edition of the quarterly newsletter, issued in FY 97, was devoted entirely to issues related to gender and economic growth.

1.4 Developing a Professional WID Cadre

The target for SSO1 under this IR in FY 96 was to place two fellows. This target was met through the post-doctoral fellowship and visiting scholar programs under the IFPRI grant.

The research grant with IFPRI includes funding for three post-doctoral fellowships (two years each) to provide training and experience in intrahousehold and gender analysis, usually in conjunction with the four major country research programs. In addition, visiting scholars are being brought to IFPRI to work with the staff on methods of data collection and analysis for intrahousehold and gender research. These scholars are recognized academics in their own fields and work with IFPRI staff to incorporate gender into their research.

One of the post-doctoral fellows began work in FY 96 on the long-term study in Bangladesh. Two visiting scholars spent between three and six months at IFPRI during FY 96.

1.5 Improved Integration of Gender Considerations into Agency Policies and Programs on Economic Growth

G/WID has worked with both the Central Bureaus and the Missions in seeking integration of gender considerations into economic growth policies and programs.

Central Bureaus: The Gender Plan of Action called for changes in the Agency Strategic Plan to more effectively reflect gender concerns. In implementing this mandate, G/WID identified economic growth, and more specifically, poverty alleviation, as an area in which sustainable development could not be achieved without attention to gender and where attention to gender would have a significant impact on women's status. G/WID prepared an overview paper for presentation to PPC, proposing specific changes in the strategic framework. Since then, G/WID has worked in collaboration with PPC to move toward incorporation of these changes. The approach to economic growth issues presented in this work has implications beyond the strategic framework. It is part of a broader conceptualization to seek ways to incorporate gender as a strategic factor in economic growth so that women are taken into account as participants and contributors to economic growth, rather than as recipients of the outcomes of these programs or as victims of poverty.

In addition to the policy work with PPC, G/WID has participated in CDIE groups reviewing the Annual Performance Report. Within the Economic Growth Center of the Global Bureau, G/WID

has been represented on the Agricultural Sector Council (EG/AFS), and participated in the review of proposals for the Implementation Grant Program of the Microenterprise Innovation Project. Increasingly, G/WID is collaborating with economists and sector teams in the Regional Bureaus, particularly as a part of the R4 and strategy review processes in LAC and Africa.

Missions. G/WID has fielded several TDYs to Missions to deal with economic growth issues:

- an evaluation of the AWLAE program in Uganda and Kenya, in response to a request from the Africa Bureau
- a gender impact assessment of commercialization of smallholder agriculture and natural resources management for the Kenya Mission
- background analysis for preparation of the Uganda Mission's EG strategy.
- a gender/social science analysis for USAID/Cairo's Agricultural Technology Utilization and Transfer (ATUT) program
- background work for a gender analysis of the economic rural development sector for USAID/Cambodia
- gender analysis as a part of a study of inheritance and land fragmentation in Macedonia

B. Contributions by Partners to Performance

During FY 96, G/WID relied heavily on partners, particularly IFPRI, in providing guidance and knowledge in developing our approach to economic growth strategies. Throughout the Agency, implementation of economic growth initiatives has been hindered by lack of funds. G/WID is seeking to show how strategic attention to gender will increase the impact and efficiency with which these scarce funds are used. In addition, we also are focusing on programs and policies associated with poverty alleviation, as an economic issue that is critical to women. Both poverty and gender, and the intersection of the two, increasingly are also the focus of attention by other donors and customers, including the OECD/DAC.

C. Expected Progress through FY 1999 and Management Actions

The IFPRI program of applied research is an essential link in the design of programs to improve women's economic status. Significant achievements under SSO1 also are expected through the cross-sectoral G/WID activities. Because of the fundamental importance of women's economic roles to women's status additional funds should be allocated to this SSO. With additional funds G/WID would create a specific initiative for program implementation in this sector as well.

1.1 Capacity of NGOs to address women's economic issues strengthened

Direct impact on women's economic status in targeted areas will be achieved through local NGOs. Organizational strengthening activities commenced under PROWID and AWLAE in FY 96 will continue. In addition, **PROWID** is the principal vehicle for expanding this IR in the coming years. To date during FY 97, grants have been made to an additional 12 NGOs, and another 14 are under consideration and likely to be funded in FY 97. Economic growth activities are expected to be funded in the same proportion as in FY 96, ensuring that the targets for this intermediate result will be met without difficulty.

The Asia Foundation. G/WID recently funded a grant to The Asia Foundation to assist women workers in Bangladesh, Cambodia, Nepal, and Sri Lanka in understanding and protecting their legal rights on the job. Although this activity falls principally under SSO3, the NGO strengthening activities will result (and be measured) in improved economic status of women in these areas, in addition to their impacts in terms of legal rights.

WIDTECH. In addition to activities designed specifically to work with and strengthen NGOs, G/WID's broad-based technical assistance contract also has the capacity and the mandate to respond to requests for assistance with local organizations involved in design, implementation, or evaluation of Mission programs. These services were not available during FY 96, but should be a significant factor in meeting the targets under this IR in the coming years. Utilization of these services will be based on Mission request.

1.2 Improved knowledge of women's economic roles and status

No problems are anticipated in meeting the targets under the IR for the coming years. The schedule for implementation and completion of research under the grant to IFPRI is on track, and no major constraints are anticipated. The fourth long-term study will be initiated in June 1997, in Peru. Additional one year studies already have been approved for initiation in FY 97, in Ghana, Indonesia, and Peru/Brazil. In addition, a multi-country study concerning women's property rights will complement the four focus country studies.

1.3 Effective outreach

Outreach activities related to women's economic status will expand during the coming years, as programs commenced at the initiation of the plan move toward maturity. Synthesizing the field and policy experiences and communicating lessons learned are essential to G/WID's tasks of supporting Missions in their efforts to improve women's economic status. Effective dissemination of research results and policy and programming implications also will increase substantially as the field research activities are completed.

The G/WID quarterly newsletter is an important vehicle for reaching a broad audience across USAID. The March 1997 issue, "Rethinking Economic Policies: Integrating Gender for Results," was devoted to economic growth strategy and programs. In the future, one issue each year will deal with women's economic status.

Electronic communications, including the IFPRI e-mail conferences and anticipated websites for several activities, will perform an increasingly important role in communicating the results of economic growth activities, in responding to requests for information from USAID operating units, and in networking across NGOs and implementing organizations. In addition, WIDCOM is drawing on electronic databases to prepare in depth gender profiles for G/WID priority counties to provide timely, accessible information about women and gender in these countries.

1.4 Developing a professional WID cadre

The fellows programs also are expanding. Under the grant to IFPRI, two additional visiting scholars have been working at the central office in the first half of FY 97. The other two post-doctoral fellows will be brought on board during July/August 1997, in South Africa and Peru.

Under the WorldWID activity, one of the fellows selected during early FY 97 is being placed in Peru to work in the economic growth sector. Others are anticipated for the future, although exact placements are dependent on Mission requests.

This IR also will be strengthened in coming years through the implementation of training activities under the WIDTECH contract. Short-term training will be tied to particular sectors and focus on the relationship of gender to technical issues within those sectors.

1.5. Integration of gender considerations into Agency policies and program on economic growth

Central Bureaus: The collaboration with PPC on proposed changes in the Agency strategic framework has moved forward in FY 97. A technical paper laying out the economic arguments and data for this change was prepared and distributed to economists throughout the Agency. A seminar was held to further refine and debate the proposed change. The proposal will be formally submitted to the Strategic Planning Team for approval in FY 97. The next step, working with various operating units to incorporate gender strategically in policies and plans will be the focus of the SSO team's interaction with both Central Bureaus and Missions.

The Office also has participated in the PPC/CDIE effort to develop common indicators for economic growth, and will continue to play an active role to ensure that the indicators incorporate gender concerns. Input to program reviews in both central and Regional Bureaus has increased in FY 97, since key G/WID on-site technical personnel are now on board.

Missions: Mission continue to request technical assistance in building gender into their strategies and activities for economic growth. Already in FY 97, G/WID has responded to requests in Egypt, Jordan, Uganda, Kenya, and Nepal.

Management Actions

Through the increasing collaboration between G/WID and the ENI Bureau on a range of activities, gender-based economic growth problems have emerged as a preeminent issue in the region. Preliminary approval has been given for G/WID to conduct a workshop in collaboration with the Russia Mission during FY 97, focused on the impact of economic restructuring on women. The workshop participants will include USAID/Moscow and its partners, as well as other USG entities and other donors. Serious consideration should be given to broadening the scope of SSO1 to include ENI as well as the other regional bureaus.

A second action to be considered during FY 97, involves revision of the SSO1 indicator to more effectively reflect the impacts being achieved. G/WID will undertake this task as a part of the already initiated office-wide examination of the strategic framework and indicators.

Strategic Support Objective 2: Improved educational opportunities for girls in South Asia and Africa

I. Overview and Factors Affecting Program Performance

A. Overview

During FY 96, G/WID broadly supported Mission and Regional Bureau efforts to improve educational opportunities for girls in South Asia and Africa, which are intended to result in a 20 percent increase in girls' primary and secondary enrollment and completion rates between FY 95 and FY 2003. Intermediate results to be attained under this SSO are:

- 2.1 Strengthened capacity of NGOs to address girls' education issues
- 2.2 Improved knowledge of how to achieve improvement in girls' education
- 2.3 Effective outreach
- 2.4 Development of the professional cadre of girls' education experts
- 2.5 Improved integration of gender considerations into Agency policies and programs on education

B. Factors Affecting Program Performance

Full achievement of program targets was constrained by the significant delay in the awarding of two contracts until the final days of FY 96: 1) the WIDTECH Services contract, which was to provide the services of a human capacity development specialist, and 2) the Girls' and Women's Education (GWE) Activity. The services of both contracts are targeted to contribute directly to the achievement of the IRs under SSO2.

II. Progress Toward Objectives

A. Performance Analysis

Positive gains have occurred under this strategic support objectives as a result of G/WID's

collaboration with activities of other Centers in the Global Bureau, Regional Bureaus, and Missions, and as a result of its actions as the Agency coordinator for the joint WID Initiative under the US/Japan Common Agenda. These efforts have laid the foundation for sustainable progress toward achieving the IRs and eventually SSO2 in FYs 1997 - 2003.

2.1 Capacity of NGOs strengthened to address girls' education issues

G/WID made progress toward achieving the FY 96 target of initiating the strengthening of 3 NGOs working in girls' education through its leadership of the development in Guatemala of the first joint girls' education project under the joint WID Initiative of the US/Japan Common Agenda. As a result of G/WID's technical guidance to the joint US/Japan Mission to Guatemala, its management of meetings under the US/Japan Common Agenda related to the Joint WID Initiative, and negotiations in Guatemala and Washington between representatives of the Government of Japan (GOJ) and USAID, 2 NGOs in Guatemala (the Catholic University and the Foundation of Sugar Producers) received direct services during the period to strengthen their institutional capacity to implement specific girls' education programs.

2.2 Improved knowledge of how to achieve improvement in girls' education

The target for FY 96 to commence 3 high-quality applied research activities was achieved indirectly through G/WID's role in contributing to the design and review of two major girls' education studies under the G/HCD ABEL II project. The studies prepared and completed during the period are:

- A review of the research and lessons learned on incentive programs for girls' education
- A review of the research and lessons learned on improving girls' experiences in primary classrooms

A third study under the G/HCD ABEL II Project, a chronology of USAID support to girls' education, was also initiated in FY 96.

However, no studies distinctly funded by G/WID were initiated during this period due to delays in the awards of a major technical support contract, and the GWE activity.

2.3 Effective outreach developed

G/WID effectively addressed outreach targets in girls' education that include the development of an electronic database, seminars and/or workshops, a newsletter, and information dissemination to the field. G/HCD and G/WID jointly sponsored the first annual USAID Girls' Education Conference in September 1996. The outreach component of the conference, which was implemented under the G/WID Cambridge Communications Project (WIDCOM), included two highly successful events: a meeting in which more than 25 non-governmental organizations provided feedback to USAID on its conceptual framework for girls' education, and a reception

on Capitol Hill, in which host-country girls' education experts from the LAC and AFR regions reported on USAID's contributions to increasing opportunities for girls. These events also provided opportunities for dissemination of information on girls' education to the field Missions that participated.

In addition, work was initiated on an edition of the G/WID newsletter GenderAction focused on girls' education (published in FY 97).

2.4 Professional WID cadre of girls' education experts developed

The week-long girls' education conference mentioned in 2.3 above also contributed to the preparation of a professional cadre of girls' education experts. The conference was attended by representatives from 14 USAID field Missions, as well as by representatives from donor agencies and non-governmental organizations, who received training on the state-of-the-art in girls' and women's education programs and practices. G/WID was not able to achieve its target of placing 2 Fellows focused on girls' and women's education in FY 96; in FY 97, however, we have been working to place an education Fellow with USAID/Cairo, and we have already placed a Fellow with USAID/Nepal to work on its "Women's Empowerment" SO which includes efforts to improve women's literacy.

2.5 Improved integration of gender considerations into Agency policies and programs on girls' education

G/WID improved the integration of gender considerations into Agency policies and programs on girls' education during the period by collaborating with G/HCD, the Regional Bureaus, and field Missions in the development of the conceptual framework for the Girls' and Women's Education Initiative (the Agency's new effort to focus international attention on girls' education as a key development intervention), and in the development of the request for proposals for the G/HCD Girls' and Women's Education Activity.

G/WID also participated in development of the Agency's forthcoming policy paper on education, and continues to do so in FY 97.

B. Contributions by Partners to Performance

G/WID consulted widely throughout the period with the regional bureaus, missions, and NGO partners in the development of the outreach activities of the G/HCD and G/WID Girls' Education Conference. The feedback helped to strengthen the focus of the objective and provided the basis for revisions to the conceptual framework for the G/HCD Girls' and Women's Education Activity.

Partnering across sectors was included as the principal approach of the GWE Activity, which focuses on mobilizing a range of constituencies in a country, including the business and corporate sector and the religious leadership, to enable these constituencies to develop the

capacity to work collaboratively with the government to create and fund appropriate girls' education programs.

C. Expected Progress Through FY 1999 and Management Actions

Beginning in FY 97, management of the Girls' and Women's Education (GWE) Activity and a USDH education officer were transferred to G/WID. Based on these additional resources and responsibilities, as well as on the widened geographic scope of the GWE Activity, which includes the LAC region, G/WID expects to exceed its targets for each of the IRs under SSO2. For FYs 97, 98, and 99, G/WID expects to accomplish the following results:

2.1 Strengthened capacity of NGOs to address girls' education issues

In FY 97, G/WID launched the Girls' and Women's Education (GWE) Activity in 11 countries. In six countries in the regions of Asia and the Near East (ANE), Latin American and the Caribbean (LAC), and Africa (AFR), the GWE Activity is implementing strategies to mobilize and strengthen host country public and private-sector and other non-governmental organization (NGO) decision makers in support of girls' education. In five other countries in these regions, local NGOs are being strengthened to carry out analytic studies and evaluations of pilot efforts related to girls' and women's education.

2.2 Improved knowledge of how to achieve improvement in girls' education

In six of the 12 countries under the GWE Activity, analytic studies, evaluations, and pilot programs will produce knowledge and lessons learned concerning: 1) the effects of women's integrated literacy training on indicators of social and economic development, and on 2) cost-effective interventions for improving girls' enrollment, retention, and completion of primary education. During FY 97, G/WID will conduct research to develop a system for assessing and monitoring the sustainability of girls' education efforts. This research will produce case studies and lessons learned on sustainable girls' education efforts that will contribute to USAID's and other donor's decision making for girls' and women's education. In addition, G/WID will undertake a program to refine a pilot effort and replicate it in six countries. The program will train ministry of education personnel at all levels to improve classroom management and instructional practices for increasing girls' school participation. Under the G/WID GWE Activity and the WIDTECH Project, G/WID will prepare audience specific materials on girls' education for private-sector and religious leaders in USAID-assisted countries.

2.3 Effective outreach

The Winter 1996 issue of the G/WID quarterly newsletter was devoted to girls' and women's education, with lead articles on the GWE activity and on the education of girls in Sub-Saharan Africa. Under the GWE Activity, G/WID will produce during FY 97 a newsletter, a database, and a web page on girls' education. In addition, G/WID will co-sponsor during FY 97, with a number of key donors, a major international girls' education conference to showcase and link the

girls' education efforts of public- and private-sector leaders in the US with those in USAID-assisted countries. G/WID will continue to serve in FY 97 as the Agency coordinator of the US/Japan joint WID Initiative of the US/Japan Common Agenda, expanding areas of collaboration to additional countries (e.g., Cambodia).

2.4 Professional WID cadre of experts in girls' education developed

During FY 97, the GWE Activity will hire and train host-country personnel to serve as country coordinators to facilitate the development of country initiatives for girls' education. These personnel will be brought to Washington, D.C. for training in processes for mobilizing host country financial, human, and in-kind resources to promote sustainable girls' education efforts. In FY 97, one WorldWID Education Fellow will be assigned to USAID/Cairo, and another will be placed in a USAID-funded CRS education program covering Burkina Faso and Ghana. During FYs 98 and 99, the GWE Activity will continue to develop expertise in girls' education through training, information exchange, and in-country, hands-on experience in girls' education.

2.5 Improved integration of gender considerations into Agency policies and programs on girls' education

During FY 97, G/WID has been participating actively in the USAID basic education policy group to ensure that gender considerations are integrated into the Agency's basic education policy. G/WID will also support the Regional Bureaus by participating in the review of Bureau and Mission Results Reports and Resources Requests.

Strategic Support Objective 3: Improved Women's Legal and Property Rights and Increased Participation in Governance and Civil Society

I. Overview and Factors Affecting Program Performance

A. Overview

The Office of Women in Development provided technical leadership and support for improving women's legal and property rights and increased participation in governance and civil society during FY 96. Several new awards were made to address the Women's Legal Rights Initiative, and a key TDY was made to India to begin a project on domestic violence. Five Intermediate Results contribute to achievement of the Strategic Support Objective:

- 3.1 Strengthened capacity of NGOs to address women's legal/civil society issues;
- 3.2 Improved knowledge of women's legal and political status;
- 3.3 Effective outreach (electronic database, seminar series, newsletter, information dissemination in the field)
- 3.4 Professional WID cadre developed;
- 3.5 Improved integration of gender considerations into Agency policies and programs on women's legal status and participation.

B. Factors Affecting Program Performance

FY 96 marked the beginning of several key programs for G/WID; major awards (such as a grant to The Asia Foundation, and two grants to Winrock International) were put into place at the end of the fiscal year that help address the Women's Legal Rights Initiative. Now that these awards have been made, progress on intermediate results can move forward at an accelerated pace.

II. Progress Toward Objectives

A. Performance Analysis

3.1 Strengthened capacity of NGOs to address women's legal/civil society issues

In FY 96, G/WID far surpassed the target of initiating activities to strengthen 3 NGOs to address gender issues in legal and civil society. Several G/WID projects addressed this IR; these programs worked in more than 33 countries with a wide array of partners, including NGOs, the religious community, and civic leaders. In Russia alone, the NIS-US Women's Consortium worked with more than 65 women's NGOs throughout the country (see box). Specific programs include:

The NIS-US Women's Consortium: Women's NGOs are being strengthened in Russia (67 NGOs) and Ukraine (24 NGOs). Work includes training on women's rights, legal literacy, and working on civil society. Technical assistance emphasizes coalition building for advocacy, as well as skills development. Seed grants are distributed to these groups as part of these programs (see box);

PROWID: Seven grants were awarded to women's NGOs representing eight countries on a wide range of issues, including legal advocacy, legislative strengthening, land rights, political participation, and domestic violence (see box);

PARTNERS OF THE AMERICAS: Strengthening activities have been initiated with several NGOs throughout the region with regard to women's legal advocacy. Illustrative results of this grant include a domestic violence training program in 3 Brazilian states for social workers and police.

3.2 Improved knowledge of women's legal and political status

Many of the PROWID grants have a research component on which to base informed advocacy. In FY 96, three such grants were awarded that combine research and advocacy in the DG sector:

• In South Africa, the Centre for Rural Legal Studies, Stellenbosch will assess the impact of using the household as the unit of allocation in the land reform program, and explore alternative models to address women's needs in land allocation;

• In the Philippines, the Center for Legislative Development (CLD), Manila helps community groups to devise their own models addressing their concerns; advocacy tools from CLD will then be applied in these districts;

• In Russia, Women, Law, and Development International is establishing a baseline of legal practice in crisis centers and models of crisis interventions. This information will be used to strengthen the legal advocacy skills of lawyers working in five domestic crisis centers.

3.3 Effective outreach

The first G/WID newsletter, entitled "Engendering Democracy", focused on women's legal rights. Several WIDCOM seminar series included democracy and governance issues. Information has been sent to the field via the newsletter, and an electronic database was begun.

3.4 Professional WID Cadre Developed

To date, one WorldWID fellow has been placed in Nepal, to assist the Mission in working with women's advocacy as part of their Women's Empowerment Strategic Objective.

3.5 Improved integration of gender considerations into Agency policies and programs on women's legal status and participation

G/WID actively collaborated with Missions, all four Regional Bureaus, as well as BHR, PPC, G/DG, and G/PHN to achieve this IR:

- **Response to Missions:** G/WID fielded two key TDYs to *USAID/India* to address domestic violence and women's decision-making in that country. As a result, the Mission transferred \$1.2 million to G/WID to support the PROWID program, which will collaborate with Indian research institutions to produce a status report on domestic violence.

In addition to these TDYs, the *PROWID* grant award process actively collaborates with Missions before awards are made. Missions provide comments to proposals which will strengthen the program and ensure that activities help address their strategic objectives.

- **Collaboration with Regional Bureaus:** G/WID actively discusses projects and activities with all Regional Bureaus. Issues such as domestic violence and trafficking in women cover new ground for the Agency and close collaboration with all parties involved is essential to guarantee success. Meetings were arranged with DG staff from each Regional Bureau to discuss strategic objectives and activities, and strengthen linkages between G/WID and other operating units in the Agency.

This collaboration was highlighted with the advent of the PROWID program. Before launching the competitive solicitation for proposals, a series of strategy meetings was held

with ICRW and CEDPA (the two partners for this cooperative agreement). All Regional Bureaus (and pertinent Global centers) attended and provided information regarding their strategic objectives, countries of focus, and major issues of interest that PROWID could help address. This information helped shape the PROWID request for proposals and subsequent work in the field.

- **Collaboration with G/DG:** G/WID staff members currently hold membership in key sectoral working groups within the G/DG Center. In FY 96, regular meetings with Center representatives were held, and G/WID participated on reviews of specific projects (such as G-WIP).
- **Collaboration with G/PHN:** G/WID chairs the Agency Working Group on FGM (Female Genital Mutilation). In this capacity, the Office collaborates closely with Agency partners on this issue, particularly those from G/PHN. A recent example of these efforts is the forthcoming article for "African Voices" on FGM: G/WID led this endeavor, which was officially authored by the entire core working group.
- **Collaboration with OTI:** G/WID seeks to fully integrate gender issues into programs for countries in transition, as a strategic point of intervention which opens the way for the full participation of women in the political and civil life of a country returning to normalcy. As part of this support, G/WID participated on a key TDY to Sierra Leone to assist OTI's work on transition to a democratic society.
- **Collaboration with PPC:** In responding to the Gender Action Plan's call for modifying the Agency's Strategic Framework to reflect the key role of gender considerations in the achievement of USAID goals, G/WID worked closely with PPC in recommending a revision to the Rule of Law Strategic Objective.

B. Contributions by Partners to Performance

G/WID depends on our partners' assistance in determining cutting-edge issues. For example, NGOs were crucial in developing the domestic violence work in India. In designing the Indian program to address domestic violence, G/WID and its partners (the International Center for Research on Women and the Center for Population and Development Activities) interviewed several local women's NGOs, including a women's shelter, to gain their insight on the issues at hand. Indian women leaders, including a Supreme Court Justice, were also interviewed on this topic. The Team then provided key information that helped USAID/India craft a strategy to address domestic violence in that country.

The NIS-US Women's Consortium provides an excellent example of G/WID collaboration with partners to meet performance targets. Having worked with several score of women's organizations in the field, this program can now demonstrate results in NGO capacity building, women's knowledge of their legal status, and improved gender awareness.

C. Expected Progress Through FY 1999 and Management Actions

Because of key procurements put into place in the fourth quarter of 1996, G/WID expects progress on all IRs to accelerate during the coming fiscal year. Continued progress with existing mechanisms, such as additional PROWID grants, will strengthen our work in the DG sector. Several key TDYs have either already been undertaken or are planned for the third quarter. These activities, reported by IR, include:

3.1 Strengthened NGO capacity of NGOs to address women's legal/civil society issues

The NIS-US Women's Consortium will continue activities in Russia and the West NIS. To date, nearly 20% of the 110 NGOs assisted by the Consortium address political and legal advocacy (see box). In addition, The Asia Foundation will work closely with NGOs in the four focus countries (Nepal, Sri Lanka, Bangladesh, and Cambodia). Additional PROWID grants will be awarded to women's NGOs in 5 countries, focusing on legal rights and domestic violence.

3.2 Improved knowledge of women's legal and political status

PROWID will continue to award grants during FY 97. Planned grants include \$350,000 to the American University and host-country partners in LAC to create a new legal doctrine that embodies an understanding of gender, and begin the process of integrating gender into the mainstream of legal education (see attachment). The program documenting the nature and scope of domestic violence in India has slated a "best practices" workshop to share models of effective NGO activities throughout specific regions. The Asia Foundation's work in Cambodia and Sri Lanka will yield important results on the status of women, on which advocacy campaigns will be based. In addition, WIDCOM will collect information on women's groups in Poland, and the International Food Policy Research Institute will be conducting a study on women's legal rights to property in Ethiopia, South Africa, Peru and Bangladesh.

3.3 Effective outreach (electronic database, seminar series, newsletter, information dissemination in the field)

In FY 97, one of G/WID's quarterly newsletters will be devoted to the issue of violence against women. A panel presentation for the annual meeting of the National Council for International Health has been planned which will address "Rape as a Weapon of War." A recent G/WID factsheet on female genital mutilation has been developed and disseminated to Missions.

3.4 Professional WID cadre developed

In FY 97, additional Fellows are planned to address democracy and governance issues (fellows are currently planned for BHR/OTI, El Salvador, a fellow for Romania will focus on Reproductive Rights, while a fellow for India will focus on Domestic Violence). In FY 98, it is anticipated that one Fellow will be placed in Malawi to address democracy and governance issues.

3.5 Improved integration of gender considerations into Agency policies and programs on women's legal status and participation

G/WID continues to strengthen our collaboration with several key operating units in the Agency:

- **Response to Missions:** In the first half of FY 97, G/WID fielded several TDYs to Missions to address democracy and governance issues:
 - *USAID/Romania (December 1996):* A TDY to Romania resulted in the Mission undertaking a reproductive rights campaign;
 - *USAID/Kenya (December, 1996):* A WIDSR TDY to Kenya assisted the Mission in revising their DG portfolio, including IRs and indicators, to better address the needs of women;
 - *USAID/Angola (March-April, 1997):* Through a WIDTech TDY, the Mission is currently addressing women's issues throughout the DG portfolio;
 - *USAID/Bolivia (October 1996) & USAID/Mali (January 1997):* A TDY with CDIE in Bolivia, and another in Mali, helped assess gender components of the Democracy and Governance portfolio in those countries.

Other TDYs that are planned in FY 97 include:

- *USAID/Moscow:* A TDY is planned to Russia in May, 1997 to assist the Mission in developing a strategy to address domestic violence;
- *USAID/Kiev:* This TDY will work with the DG SO Team to devise ways in which issues of women's legal rights can be addressed in the Mission's portfolio.
- **Collaboration with G/DG:** In the first half of FY 97, G/WID participated on all four of the Indicator Working Groups for the G/DG Center's Strategic Framework. As a result, gender has been added as a specific special approach in Rule of Law, Political Processes, and Good Governance portions of the Center's Strategic Framework. Indicators focusing on gender have been developed and vetted with each working group, and will soon be field-tested.
- **Collaboration with G/PHN:** G/WID will continue our collaboration with G/PHN and others in the Agency to address female genital mutilation. Work will center around operationalizing the new Agency strategy in this area.
- **Collaboration with OTI:** Ultimately, G/WID will develop guidelines for working with women in transition situations based on lessons learned and best practices for future programming in this critical area. In working toward these goals, two additional TDYs were completed to Sierra Leone in the first half of FY 97 to respond to OTI's request for

assistance. Another TDY to Angola to address violence against women is planned for the third quarter of this fiscal year.

PROMOTING WOMEN IN DEVELOPMENT: Grants to Women's NGOs

Through a Cooperative Agreement with the International Center for Research on Women (ICRW) and the Center for Development and Population Activities (CEDPA), 27 grants have been awarded to women's NGOs in 33 countries (9 were awarded in FY 96; 18 are to be awarded in FY 97). Illustrative examples in the democracy and governance sector that were awarded in FY 96 include:

o Lobbying for Women's Political Rights (Ukraine and Poland) The Center for Russian, Central and East European Studies, Rutgers University, USA; the Kharkov Center for Women's Studies (KCWS), Kharkov; and the National Information Center on Women's Organizations and Initiatives (NICWOI), Warsaw will support training-of-trainers and NGO training in advocacy and human rights, production of resource guides for advocacy and lobbying, and the development of pilot advocacy projects to place women's issues on local and national agendas in Poland and Ukraine.

o Legislative Advocacy for Women's Rights (Philippines)

This PROWID grant to the Center for Legislative Development (CLD), Manila will train women in the skills needed to create an advocacy plan to secure their rights. Working with women's groups in Mindanao, the CLD will address the need to enhance women's political consciousness and equip them with the tools to participate in the political process.

o Advocating for Women's Land Rights (South Africa)

PROWID has awarded the Centre for Rural Legal Studies, Stellenbosch a grant to conduct an advocacy campaign that aims to revise land reform policy to guarantee that women, as individuals, have access to land in their own right.

o Promoting Human Rights, Peace, and Self-Reliance (Croatia) Be Active, Be Emancipated (B.a.B.e.), Women's Human Rights Group, Zagreb will use the PROWID grant to build capacity among fledgling women's organizations that undertake actions at the local level to enable women to meet their need for economic security, legal equity, reproductive health, violence prevention and political participation.

o Russian Lawyers Advocacy Project (Russia)

Working with five crisis centers for women in Moscow, St. Petersburg, Murmansk, and Saratov, Women, Law, and Development International will address these needs by strengthening the institutional capacity of the crisis centers and by developing the legal advocacy skills of lawyers associated with these centers.

o Violence against Women in Intimate Relationships (Mexico): This PROWID grant to the Instituto Mexicano de Investigacion de Familia y Poblacion (IMIFAP), Mexico City will help to design, implement, and evaluate a community intervention to change norms that perpetuate violence against women.

NGO STRENGTHENING: A FOCUS ON WINROCK

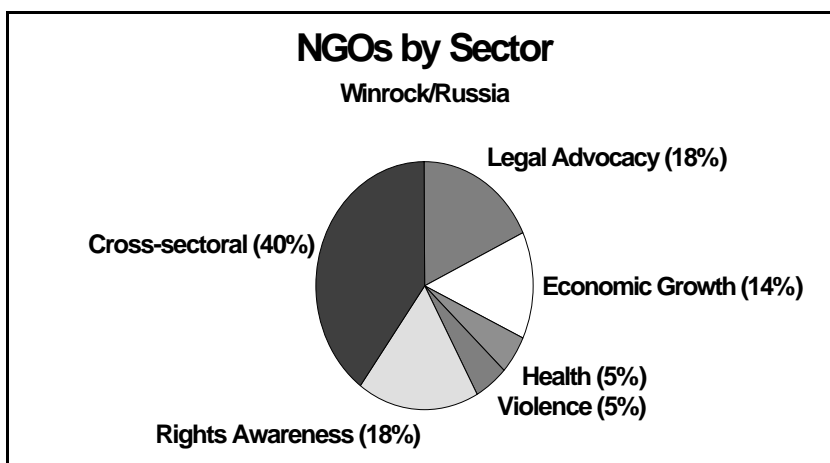
The NIS-US Women's Consortium, a program administered by Winrock International, is a coalition of 107 women's NGOs, and 9 expert advisors in Russia, Ukraine and the US. The Consortium was established with USAID funding in 1993 to increase the participation of women in the transition to democracy in the former Soviet republics. In 1996, the Consortium was registered as a local NGO in both Russia and Ukraine; also in FY 96, G/WID funded the Consortium in both countries.

Membership will be expanded to Belarus and Moldova in 1997 with regional activities conducted from the Consortium's West NIS Office in Kiev.

In the NIS, the Consortium provides women's leadership training (including topics such as human rights, conflict resolution, legal literacy, networking, strategic planning, fundraising and political campaigning), seed grants of \$500-\$5000 to women's NGOs, technical assistance (proposal writing reviews, financial management, institutional advising, use of communications equipment, etc.) and information dissemination (newsletter, announcements of conferences and professional opportunities, and translations of books such as *Our Bodies, Ourselves* through its offices in Kiev and Moscow. Its US networking and communication efforts are based out of the Washington DC office of Winrock International.

The bridge-building efforts between human rights groups and women's NGOs launched by the Consortium in its early days have led to important connections between these two sectors. Consortium seed grants have provided \$119,866 to strengthen 67 NIS women's NGOs in Russia and Ukraine to build their organizational capacity. Additional funding has been leveraged from such organizations as Eurasia, CARITAS Austria, the Global Fund for Women, and the Soros Foundation. The Consortium regularly collaborates with other USAID partners, such as ABA and NDI, to conduct leadership training for NIS women. US Consortium members have contributed thousands of in-kind dollars by offering their time, paying for their own flights to the NIS, and sharing their expertise with Consortium staff and NIS members on a pro bono basis.

This graph depicts the wide array of sectoral areas in which the Consortium is working.



Strategic Objective 4: The integration of gender issues through USAID regional and country programs

I. Overview and Factors Affecting Program Performance

A. Overview

G/WID works to integrate gender considerations by providing technical assistance to Agency personnel in Washington Bureaus and the missions. Although the IR target under this SSO refers only to TDYs to the field, much of the work in FY 96 has involved close collaboration with Regional Bureaus, PPC, and BHR (OTI) to assist the Bureaus better integrating gender considerations in their activities, such as the development of strategic plans, the development of policies and guidance, technical training, and the development of indicators. The WorldWID Fellows program also contributes to SSO4 through the placement of Fellows in Missions and Bureaus. Additionally, G/WID's work on developing and implementing the Agency's Gender Plan of Action falls under this SSO, although there is not yet an IR in place for this activity.

The intermediate result for SSO4 is:

- 4.1 Technical support to 3-5 missions in each region annually.

B. Factors Affecting Program Performance

Although G/WID was able to very effectively meet its FY 96 target for this SSO, several factors constrained us from achieving even greater progress. First, the award of a major off-site technical support contract was again delayed; G/WID was forced to provide extensive technical support to the field through its existing on-site staff. Second, the Agency-wide reduction in force severely limited Missions' abilities to host G/WID TDYs and made implementation of the Gender Plan of Action quite difficult; and G/WID technical support to the field was also effectively paralyzed for a two-month period when first one G/WID direct hire staff was "rif-ed", and then another¹. The extent of technical support provided, despite these constraints, thus reflects not only G/WID's commitment to assisting the field, but also the very high field-based demand for support in ensuring that USAID programs address gender considerations.

II. Progress Toward Objectives

A. Performance Analysis

During FY 96, G/WID effectively attained its target of providing technical support to 12 - 20 USAID Missions. More than 20 TDYs were undertaken to provide technical assistance to Missions. Some TDYs included more than one country, and in many cases a TDY generated requests for subsequent TDYs, some of which were completed in FY 96. Others have been or will be completed during FY 97.

As demonstrated below, G/WID has met or exceeded the expected target of 3-5 missions per

Fortunately, both staff members were ultimately reinstated.

region.

Technical support in **Africa** included 7 TDYs:

- an evaluation of the AWLAE program in Uganda and Kenya;
- an evaluation of the CODEL project with BHR/PVC and Africa Bureau in Kenya, Tanzania and Uganda;
- technical assistance to the REDSO and Kenya Mission in the design of gender focused approaches to strategic planning;
- a communications and research activity in Kenya, Tanzania and Uganda;
- technical assistance to BHR/OTI to develop a strategy to increase the participation of women in civil society and local governance opportunities in Sierra Leone;
- a gender impact analysis of commercialization of smallholder agriculture and natural resources management for the Kenya Mission; and
- an analysis of the agriculture and business sectors to ensure gender considerations are included in the Uganda Mission's EG strategy.

Technical assistance during 5 TDYs in **ANE** included:

- a gender/social science analysis for USAID/Cairo's Agricultural Technology Utilization and Transfer (ATUT) program;
- assistance to Nepal Mission in integrating women into the Irrigation Management (IMTP) project;
- background work for a gender analysis of the economic rural development sector for USAID Cambodia;
- technical assistance to USAID/India on domestic violence; and
- training on the collection and use of gender statistics conducted by the Bureau of the Census in the Philippines with G/WID funding.

Activities in **LAC** Region consisted of 3 TDYs:

- technical assistance to USAID/Lima in integrating gender into the country strategic plan, including a workshop on gender monitoring and evaluation for the donors group in Lima;
- provision of technical input in Brazil during the R4 strategic planning workshop on the global climate change strategic objective; and
- participation on the CDIE sponsored impact assessment of Bolivia Mission's democracy and governance sector.

In the **ENI** Region 5 TDYs have been conducted in:

- Former Yugoslav Republic of Macedonia providing technical support to a Land Tenure Center study of inheritance, land fragmentation and gender issues;
- Poland to support the dissemination of gender lessons learned;
- Albania by the Bureau of the Census to conduct training on the collection and use of gender

- statistics;
- Central Asian Republics providing a gender assessment of mission programs; and
- Romania providing technical assistance in field of reproductive and economic rights.

(See attached map in separate WP file GWID.MAP, and table of TDYs by region and subject. To review TDY Map use Paintbrush, under Program Manager, accessories icon.)

Quality of Support Provided

In order to assess the quality of the support provided under this SSO, G/WID has reviewed its collaboration with Regional Bureaus and other measures of quality such as feedback from Missions, timeliness, repeat requests for assistance, and impact of the support.

Collaboration with Regional Bureaus: To accomplish its mission, G/WID has structured itself into teams consisting of direct hire and contract staff (under the DevTech Systems' Women in Development Strategies and Resources (WIDSR) project). The teams develop a strategy for their approach to integrating gender considerations in their region or sector. Each team has regional and sectoral expertise represented among the members, all of whom have established networking relationships with USAID staff in the Regional and other Bureaus. G/WID consults extensively with Regional Bureau staff on upcoming TDYs. This high level of collaboration has facilitated G/WID's integration efforts.

Feedback from Missions and Bureaus: Reactions to G/WID TDYs, for the most part unsolicited, has been extremely positive. In general terms, comments from Missions, as well as Bureaus that were involved, have indicated that the technical assistance was useful and has been important in assisting Missions to meet their strategic objectives. The extensive technical expertise and level of field experience of the G/WID staff (direct hire and contractor) was recognized in comments such as the following:

- USAID/Nairobi has stated that "... G/WID is providing technical back up and input which has not been available in the past. The back up support has been very well coordinated, very responsive and given in a timely manner and in a team work spirit."
- USAID/Cairo noted that G/WID technical assistance provided them with "a social soundness framework" which will be "the foundation upon which we should be able to build a very solid gender assessment of ATUT's involvement of women and men in adopting/adapting technologies and the impacts of ATUT on their lives and their communities."
- REDSO/ESA stated that they "cannot, on our own, service the whole spectrum of sectoral demands identified by Missions on gender issues without the support and collaboration of G/WID....it is our expectation that G/WID will continue to provide us with the necessary policy guidance and specialized expertise that will enable us to assist mission in

mainstreaming gender into their programs."

- The ANE Bureau expressed their appreciation by writing "your input was very timely and valuable. If you can, we'd like you to remain engaged on Cambodia, and even other ANE countries."
- USAID/Lima "greatly appreciates the excellent support G/WID... provided us in the design and delivery of the gender training for the mission and cooperating agencies...."
- Further indications of G/WID's technical reputation were evident when 2 direct hires were targeted by the RIF and numerous expressions of support and appreciation for the quality of their assistance were received by the office. In addition, a recent request for feedback from missions where none had been received resulted in only positive responses.

Repeat Requests for Assistance: G/WID has received repeat requests from the majority of the Missions and Bureaus that requested technical assistance during FY 96. There has been an increase in repeat requests for technical assistance as a result of the improved technical expertise of the Office and quality of assistance available. For instance, in the Fall of 1996 alone there were 10 requests for technical assistance just from Missions previously assisted, whereas in all of FY '95 there had been only 3 repeat requests. These numbers reflect an acknowledgement of the value added by G/WID technical input and the importance of incorporating gender considerations in the planning and implementation of activities.

Timeliness: A comparison of dates of requests with actual dates of TDYs indicates that requests were almost always fulfilled within the time frame requested. In 87% of the cases, G/WID completed the requested TDY by or well in advance of the stated timeframe. In 2 cases, G/WID did not have sufficient OE funding to supply the direct hire requested for a specific assignment.

Impact: Although in most cases it is too early to assess the results of the technical support provided to Missions and Bureaus, there are indications that G/WID technical assistance has had a significant impact. Feedback from missions, for example, indicates that for the most part the gender analyses and recommendations have been incorporated by the Missions.

- USAID/Nairobi has stated that "The results of the study have been incorporated in the Mission's new Agribusiness Development Support Project to address the Mission's S.O. 2.0. Additionally, the report has been distributed to our partners and collaborators for joint implementation actions."
- "USAID/Kampala stated that "[the Mission's strategic plan] is a better strategy as a result of your insight and preparation of key analyses which were used by the Mission."
- USAID/New Delhi has modified its strategy as the result of a G/WID TDY and is now focusing on the culturally sensitive issue of domestic violence. The mission, so convinced that their development efforts will have greater impact if gender is included, transferred \$1

million to G/WID in FY 96 to support this activity, and has designated \$625,000 in field support for this activity for FY 97.

- USAID/Jordan has designated \$180,000 in field support for G/WID Office mechanisms for FY 97 as the result of a G/WID TDY providing a gender assessment of mission activities.
- In addition to work with missions, the WID Office provides technical support to the Centers within Global Bureau and to other Bureaus, to further the integration of gender considerations. This work falls into categories of participation in:
 - strategy development
 - parameter setting and issues meetings
 - R4 reviews
 - development of indicators
 - technical training
 - the provision of background material in the form of briefers and talking points.
- Feedback from BHR, in the form of a memorandum of understanding with G/WID requesting a specified level of ongoing technical support and committing to the financial support for 2 TDYs, indicates not only a high level of appreciation of the technical assistance provided by G/WID, but also an intention to incorporate this assistance in its work with countries in transition.
- Increasingly, staff have participated on strategy development teams and have provided analytical gender input during parameter setting and issues meetings. Issues raised during the Cambodia strategy meeting have been incorporated and the staffer has been requested to participate as a virtual team member in the future. G/WID participation on a CDIE assessment team led to the team leader's including community self-governance and involvement of women as an issue in a follow-up study in another country. Staff participated in R4 reviews for priority countries at a minimum, raising gender issues for inclusion in the final reporting documents. Close coordination with the WID Officers in ANE and LAC Bureaus increased the effectiveness of these reviews. As a result of the increased technical expertise of G/WID staff, requests for participation in various meetings have increased dramatically, as witnessed by the increased demand for G/WID participation during the current R4 reviews, compared to last year.
- Work on the development of indicators has taken place at the mission as well as Washington levels. Indicators have been developed for the democracy and governance, environment, and economic growth sectors. For instance a Strategic Approach in gender in both Rule of Law and Political Processes has been added, and gender equality has been made fundamental to Rule of Law definitions.
- G/WID has been asked to work with each Center and other offices to ensure that their technical training includes adequate consideration of gender issues. The Office will carry

out this work during the current year. Work in FY 96 has led to the current collaboration with HCD and DG on upcoming Education and Democracy training workshops.

These activities promoting integration by the Bureaus as well as missions have supported far better integration of gender throughout Agency programs this year.

Other Accomplishments

Although not specifically captured by the indicator of progress under this SSO, another important outcome of G/WID's work to integrate gender throughout USAID programs is the Gender Plan of Action adopted in FY 96. Working closely with representatives of the regional bureaus, BHR and PPC, G/WID developed for the Administrator's approval a plan to foster the institutional changes needed to support women in development in the Agency. The Gender Plan consists of over fifteen distinct actions to build commitment to consideration of gender issues as key development issues; build capacity to address women in development issues in all Agency programs, and build incentives for the consideration of gender issues. The plan includes commitments, among others, to modify the Agency's strategic framework to better reflect the key role of women in development; implement a women in development fellows program; hold Agency Program Officers accountable for addressing gender issues; include in competitive assistance guidelines a requirement that potential grantees demonstrate the ability to address gender issues in their proposed program; include a similar technical requirement in statements of work for RFPs; and ensure that Mission Orders are revised to reflect the Agency's policy on women in development. The Plan was cleared by all bureaus and is now being implemented collaboratively by G/WID, PPC and the M Bureau, and in consultation with our NGO partners.

The institutional changes called for in the Gender Plan have become a model for the integration of gender issues in follow-up to the Fourth World Conference on Women. USAID is now commonly cited by other USG agencies as having the lead on gender integration. USAID has been asked to present and discuss its Gender Plan at meetings of the President's InterAgency Council on Women; the U.N. Commission on the Status of Women; and the Department of State. G/WID has also brought this model to bear in our donor coordination efforts. We are now working with the OECD/DAC Expert Group on WID to develop a similar strategy for ensuring that gender issues are addressed throughout the work program of the Development Assistance Committee. G/WID is preparing an options paper for the Expert Group and will host a meeting of the Group this summer to determine which option best meets the needs of the Group and the DAC.

Finally, G/WID has reactivated the Gender Working Group, co-Chairs the FGM Working Group, and participates in a number of Agency-wide sector and issue groups such as the Tuesday Group (DG), the Basic Education Policy Group, the Thursday Group (CDIE/indicators), and the Strategic Planning Team. Our regional and sectoral team structure has allowed G/WID to very effectively participate in such groups, and thus much more broadly and consistently influence gender integration throughout the Agency.

B. Expected Progress Through FY 1999

G/WID fully expects to exceed its target under this SSO in FY 97-FY 99 through utilization of direct hire and contractor staff (WIDSR, WIDCom and WIDTech). The WorldWID Fellows program will also contribute to the outcome of SSO4. Nine Fellows with expertise in the environment, water resources management, nutrition and health, AIDS education, and community development will be placed in USAID Missions in Jordan, Egypt, Panama, Russia, Honduras, Mali, and Madagascar. One of these Fellows will provide technical assistance to PPC's Environment Office. During FY 98, two Fellows will be placed in Brazil and the Dominican Republic, and G/WID expects to receive more requests for WorldWID fellows to provide Missions and Bureaus with technical assistance in integrating gender into their respective programs.

G/WID also expects to continue to work effectively on the implementation of the Gender Plan of Action, other policy guidance, and training, following on the accomplishments outlined in the Performance Analysis section above.

G/WID

TDYs in FY 96

BY REGION AND SUBJECT

	AFR	ANE	ENI	LAC
AG/NRM	1	1		
COMMUNICATIONS	1		1	
DG	1	1	1	1
EG	1	1		
ENV				1
EVALUATION	2		1	
OVERALL GENDER INTEGRATION	1	1	1	
STRATEGIES				1
TRAINING		1	1	

PART III: STATUS OF THE MANAGEMENT CONTRACT

Following are Management Concerns identified in the 1996 Results Review and Resource Request document for G/WID and the action that has been taken:

A. The Bureau approved all four objectives with reservations. Global's Program Office (PDSP) and G/WID continue discussions on the issues surrounding the "Strategic Support Objectives model" and the ability to capture G/WID's unique value-added, its work in influencing and stimulating the efforts of other USAID bureaus and offices, missions, and donors; the magnitude of its objectives in relation to the Office's manageable interest; attainability of results under the objectives; and timeframe for achievement of results. This discussion also affects other sectors within the Global bureau and has not been resolved.

B. G/WID agreed that its indicators needed to be sharpened in order to objectively verify performance. With the award of a Technical Service Contract (WIDTECH) a highly qualified consultant in monitoring and evaluation and gender analysis has been hired to address this issue and A. above. In addition to proposed changes cited under SSO1 and SSO3, consideration needs to be given to expansion of Irs under SSO4 to reflect activities directed toward gender integration in USAID/Washington.

C. G/WID agreed that its results document should be strengthened to highlight its work in spurring the efforts of other donors. An addendum to the G/WID FY 95 R4 has been prepared accordingly.

D. G/WID agreed that its results document should include more information on the Office's proactive engagement of the regional bureaus and missions in collaborative work. An addendum to the G/WID FY 95 R4 has been prepared accordingly.

PART IV: RESOURCE REQUEST

1. FINANCIAL PLAN

G/WID does not anticipate any changes to the resources approved under the Management Contract.

2. Prioritization of Objectives

G/WID ranks its SSO by priority as follows:

1. SSO 4, *Integration of gender issues throughout USAID regional and country programs*, is G/WID's highest performing SSO in that we have consistently met or exceeded the target set out under this objective. It is also critical to the achievement of G/WID's strategic plan in that it

provides the vehicle for support to field missions and thus on-the-ground impact in, potentially, all USAID activities.

2. SSO 2, *Improved educational opportunities for girls*, has demonstrated solid progress given that the procurements meant to support the objective have only recently been awarded. This objective is also fundamental for the G/WID program because of the key role that education plays in improvements in women's status in all sectors. Moreover, this objective responds to a White House initiative and is thus important for the Agency as a whole.

3. SSO 3, *Improved legal and property rights for women*, has performed very effectively. Legal rights, like education, are fundamental for women's ability to participate in the economic sphere, and control their reproductive lives. Thus SSO 3 represents a very important aspect of the G/WID strategic plan. As with SSO 2, this objective also responds to a White House initiative; its maintenance is thus important.

4. SSO 1, *Improved economic status of women*, ranks last not in importance but in G/WID's ability to fund additional work in this area within existing limited resources. Improved economic status can often be the key to far reaching and dramatic improvements in all aspects of women's lives. Additional funding for this SSO would allow G/WID to create a specific initiative for program implementation.

D. PERFORMANCE DATA TABLES

S. S. OBJECTIVE 1

OBJECTIVE: Improved Economic status of Women in Latin America/Caribbean, Asia/Near East, and Africa APPROVED: March, 1995 COUNTRY/ORGANIZATION: Global Bureau, WID Office			
RESULT NAME: Strengthened capacity of 15 NGOs to address women's economic issues.			
INDICATOR: NGOs strengthened			
UNIT OF MEASURE: Number of NGOs with increased capacity to address women's economic issues SOURCE: PROWID, Winrock AWLAE, WIDTECH activities quarterly reports INDICATOR DESCRIPTION: NGOs addressing women's economic issues COMMENTS:	YE A R	PLANNE D	ACTUAL
	1995 (B)		
	1996	3 initiated	9 initiated
	1997	3 initiated	
	1998	4 initiated; 2 strength- ened	
	1999	5 initiated; 3 strength- ened	
	2000	3 strength- ened	
	2001	7 strength- ened	
	2002 (T)	15 strength- ened	

S.S. OBJECTIVE 1

OBJECTIVE: Improve Economic status of Women in Latin America/Caribbean, Asia/Near East, and Africa APPROVED: March, 1995 COUNTRY/ORGANIZATION: Global Bureau, WID Office			
RESULT NAME: Improved Knowledge of women's economic role and status (10 research activities completed).			
INDICATOR: research activities completed			
UNIT OF MEASURE: studies completed and results distributed SOURCE: IFPRI grant quarterly reports; research reports INDICATOR DESCRIPTION: research activities addressing women's economic roles and intrahousehold distribution processes COMMENTS:	YE A R	PLANNE D	ACTUAL
	1995 (B)	0	
	1996	3 studies commence d	6 studies commence d
	1997	3 studies commence d	
	1998	2 studies commence d; 3 studies completed & distributed	
	1999	2 studies commence d; 3 studies completed & distributed	
	2000	2 studies completed & distributed	

	2001	3 studies completed & distributed	
	2002	10 research activities completed	

S.S. OBJECTIVE 1

OBJECTIVE: Improved Economic status of Women in Latin America/Caribbean, Asia/Near East, and Africa APPROVED: March, 1995 COUNTRY/ORGANIZATION: Global Bureau, WID Office			
RESULT NAME: Effective outreach (electronic database, seminar series, newsletters, information dissemination to field).			
INDICATOR: number of effective outreach events completed			
UNIT OF MEASURE: number of events (electronic data base, regional seminar, newsletter, dissemination) SOURCE: WIDCOM, IFPRI, WIDTECH quarterly reports INDICATOR DESCRIPTION: outreach events (electronic data base created and updated, seminar series implemented, newsletter distributed, electronic conferences implemented, reports published and distributed.) COMMENTS:	YE A R	PLANNE D	ACTUAL
	1995 (B)	electronic database created	work is underway
	1996	one regional seminar conducted & published newsletter	Planning began seminar will be held in FY 97; newsletter distributed in FY 97
	1997	electronic database completed & published newsletter	
	1998	one regional seminar conducted & published newsletter	
	1999	1 seminar conducted & published newsletter	

	2000	1 regional seminar conducted & published newsletter	
	2001	1 seminar conducted & published newsletter	
	2002	Effective outreach	

S.S.OBJECTIVE 1

OBJECTIVE: Improve Economic status of Women in Latin America/Caribbean, Asia/Near East, and Africa APPROVED: March, 1995 COUNTRY/ORGANIZATION: Global Bureau, WID Office			
RESULT NAME: Professional WID cadre developed (8 Fellows, 3 IDIs, & 2 PMIs placed).			
INDICATOR: professionals trained in women's economic issues			
UNIT OF MEASURE: number of professionals trained SOURCE: WorldWID and IFPRI quarterly reports INDICATOR DESCRIPTION: professionals trained in analysis and implementation of gender and development in economic growth sector COMMENTS:	YE A R	PLANNE D	ACTUAL
	1995 (B)	2 fellows & 1 IDI placed	0
	1996	2 fellows & 1 IDI placed	1 IFPRI post-doc; 2 visiting scholars
	1997	2 fellows & 1 IDI & 1 PMI placed	
	1998	2 fellows placed	
	1999	1 PMI placed	
	2000	Network established in all geographic regionas	
	2001		
	2002	WID Cadre developed	

S.S.OBJECTIVE 1

OBJECTIVE: Improve Economic status of Women in Latin America/Caribbean, Asia/Near East, and Africa APPROVED: March, 1995 COUNTRY/ORGANIZATION: Global Bureau, WID Office			
RESULT NAME: Improved integration of gender considerations into Agency policies and programs on economic growth.			
INDICATOR: integration of gender in policies			
UNIT OF MEASURE: percent of integration SOURCE: review of Agency policy and programs INDICATOR DESCRIPTION: USAID guidance reviewed and gender considerations drafter, contribute to new WID Policy, draft WID performance criteria for PARs, review and integration of gender in major agency training programs. COMMENTS: Indicator should be re-worked based on an economic growth strategy focused on selected agency policy and programs so that progress can be tracked against a finite baseline	YE A R	PLANNE D	ACTUAL
	1995 (B)	gender integrated in Agency guidance, policy & training	
	1996	continuing	efforts underway to revise Agency strategic framework
	1997	continuing	
	1998	continuing	
	1999	review and update	
	2000	review and update	
	2001	review and update	
	2002	Gender integrated in Agency's policies & programs on Economic Growth	

S.S.OBJECTIVE 2

OBJECTIVE: Improved Educational Opportunities for Girls in South Asia and Africa. APPROVED: March, 1995 COUNTRY/ORGANIZATION: Global Bureau, WID Office			
RESULT NAME: Strengthened capacity of 15 NGOs to address girls' education issues.			
INDICATOR: NGOs strengthened			
UNIT OF MEASURE:	YE A R	PLANNE D	ACTUAL
Number of NGOs strengthened	1995 (B)	0	
SOURCE:			
GWE, WIDTECH Services, and other Project Monitoring & Evaluation Reports	1996	3 initiated	2 initiated
	1997	3 initiated	
INDICATOR DESCRIPTION:	1998	4 initiated 3 strength.	
NGOs addressing girls' education issues	1999	5 initiated 4 strength- ened	
COMMENTS:	2000	4 strength- ened	
	2001	4 strength- ened.	
	2002 (T)	15 strength- ened.	

S.S.OBJECTIVE 2

OBJECTIVE: Improved Educational Opportunities for Girls in South Asia and Africa. APPROVED: March, 1995 COUNTRY/ORGANIZATION: Global Bureau, WID Office			
RESULT NAME: Improved knowledge of how to achieve improvement in girls' education (10 research activities completed).			
INDICATOR: Results of research activities completed and distributed			
UNIT OF MEASURE: Number of research activities whose results are completed and distributed <hr/> SOURCE: GWE, WIDTECH Services, & other project reports <hr/> INDICATOR DESCRIPTION: Research activities addressing achievement of improved education for girls <hr/> COMMENTS:	YEA R	PLANNE D	ACTUAL
	1995 (B)	0	
	1996	3 studies commenced	2 studies completed
	1997	3 studies commenced	
	1998	2 studies commenced; 2 completed & distributed	
	1999	2 studies commenced; 3 completed & distributed	
	2000	2 studies completed & distributed	
	2001	3 studies completed & distributed	

	2002 (T)	10 studies completed & distributed	
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S.S.OBJECTIVE 2

OBJECTIVE: Improved Educational Opportunities for Girls in South Asia and Africa. APPROVED: March, 1995 COUNTRY/ORGANIZATION: Global Bureau, WID Office			
RESULT NAME: Effective outreach (electronic database, seminar series, newsletters, information dissemination to the field).			
INDICATOR: Outreach activities implemented			
UNIT OF MEASURE: Number of outreach activities (electronic data base, regional seminar, newsletter, dissemination packages) <hr/> SOURCE: GWE and WIDTECH Services monitoring and evaluation plans <hr/> INDICATOR DESCRIPTION: Effective outreach: Electronic data based updated, seminar series implemented, newsletter published and distributed, information package disseminated <hr/> COMMENTS:	YEA R	PLANNE D	ACTUAL
	1995 (B)	Electronic database initiated	work iinitiated on database
	1996	1 regional seminar conducted & published newsletter	Planning began on seminar to be held in FY 97' newsletter distributed in FY 97
	1997	Electronic database completed & published newsletter	
	1998	1 regional seminar conducted & published newsletter	
	1999	1 seminar conducted & published newsletter	
	2000	1 regional seminar conducted & published newsletter	

	2001	1 seminar conducted & published newsletter	
	2002 (T)	Effective outreach	

S.S.OBJECTIVE 2

OBJECTIVE: Improved Educational Opportunities for Girls in South Asia and Africa.

APPROVED: March, 1995 **COUNTRY/ORGANIZATION:** Global Bureau, WID Office

RESULT NAME: Professional WID cadre developed (8 Fellows, 3 IDIs, & 2 PMIs placed).

INDICATOR: Professionals trained in sustainable girls' education issues and placed

UNIT OF MEASURE: Number of professionals trained in sustainable girls' education issues and placed <hr/> SOURCE: Monitoring and evaluation reports from GWE, WIDTech Services and WorldWID Fellows Program <hr/> INDICATOR DESCRIPTION: WID Professionals trained in sustainable girls' education issues and placed <hr/> COMMENTS:	YE A R	PLANNE D	ACTUAL
	1995 (B)	2 Fellows & 1 IDI placed	
	1996	2 Fellows & 1 IDI placed	25 USAID officers trained
	1997	2 Fellows; 1 IDI & 1 PMI placed	
	1998	2 Fellows placed	
	1999	1 PMI placed	
	2000	Network established all regions	
	2001		
	2002 (T)	Profession al WID Cadre developed	

S.S.OBJECTIVE 2

OBJECTIVE: Improved Educational Opportunities for Girls in South Asia and Africa. APPROVED: March, 1995 COUNTRY/ORGANIZATION: Global Bureau, WID Office			
RESULT NAME: Improved integration of gender considerations into Agency policies and programs on girls' education.			
INDICATOR: Integration of gender in policies and programs			
UNIT OF MEASURE:	YE A R	PLANNE D	ACTUAL
% of integration			
SOURCE:	1995 (B)	Gender integrated in Agency guidance, policy & training	
Agency policies and programs			
INDICATOR DESCRIPTION: Integration of gender considerations in girls' education policies and programs (USAID guidance reviewed and gender considerations drafted, contributions made on girls' education policy, criteria developed for PARs & AEFs, girls' education component integrated into Agency training programs)	1996	continuing	
	1997	continuing	
	1998	continuing	
	1999	review & update	
	2000	review & update	
	2001	review & update	
	2002 (T)	Gender Integrated in Girls' Ed. policies & programs	
COMMENTS:			

S. S. OBJECTIVE 3

OBJECTIVE: Improved Women's Legal and Property rights and Increased Participation in Governance and Civil Society. **APPROVED:** March, 1995

COUNTRY/ORGANIZATION: Global Bureau, WID Office

RESULT NAME: Strengthened capacity of 15 NGOs to address women's legal/civil society issues.

INDICATOR: Number of NGOs strengthened

UNIT OF MEASURE:

Number of NGOs

SOURCE:

Winrock, PROWID, Partners of the Americas, and other Project

Monitoring and Evaluation Reports

INDICATOR DESCRIPTION:

NGOs addressing women's legal and property rights, and participation in governance and civil society

COMMENTS: Over 100 of these NGOs are represented by the Winrock West-NIS Consortium. Numbers of NGOs strengthened will depend on whether G/WID continues supporting such a consortium of NGOs.

YEA R	PLANNE D	ACTUAL
1995 (B)		
1996	3 initiated	5 initiated
1997	3 initiated;	
1998	4 initiated; 3 strength- ened	
1999	5 initiated; 4 strength- ened	
2000	4 strength- ened	
2001	4 strength- ened	
2002 (T)	15 strength- ened	

S.S.OBJECTIVE 3

OBJECTIVE: Improved Women's Legal and Property rights and Increased Participation in Governance and Civil Society APPROVED: March, 1995 COUNTRY/ORGANIZATION: Global Bureau, WID Office			
RESULT NAME: Improved knowledge of women's legal and political status (10 research activities completed).			
INDICATOR: Results of research activities whose results are completed and distributed			
UNIT OF MEASURE: Number of research activities <hr/> SOURCE: PROWID, The Asia Foundation, Winrock, IFPRI, WIDCOM, and other project reports <hr/> INDICATOR DESCRIPTION: Research activities addressing achievement of improved women's legal and property rights and increased participation in governance and civil society <hr/> COMMENTS: PROWID will complete awarding grants in FY 97; TAF and other planned research projects will be completed by FY 98.	YE A R	PLANNE D	ACTUAL
	1995 (B)	0	
	1996	3 studies commence d	3 studies commence d
	1997	3 studies commence d	
	1998	2 studied commence d; 2 studies completed & distributed	
	1999	2 studies commence d; 3 studies completed & distributed	
	2000	2 studies completed & distributed	
	2001	3 studies completed & distributed	

	2002 (T)	10 studies completed & distributed	
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S.S.OBJECTIVE 3

OBJECTIVE: Improved Women's Legal and Property rights and Increased Participation in Governance and Civil Society APPROVED: March, 1995 COUNTRY/ORGANIZATION: Global Bureau, WID Office			
RESULT NAME: Effective outreach (electronic database, seminar series, newsletters, information dissemination to the field).			
INDICATOR: Outreach activities implemented			
UNIT OF MEASURE: Number of outreach activities (electronic database, regional seminar, newsletter, dissemination packages) <hr/> SOURCE: WIDCOM <hr/> INDICATOR DESCRIPTION: Effective outreach: Electronic database updated, seminar series implemented, newsletter published and distributed, information package disseminated, major regional conference completed <hr/> COMMENTS:	YE A R	PLANNE D	ACTUAL
	1995 (B)	Electronic database initiated	
	1996	1 regional seminar conducted & published newsletter	Published Newsletter; electronic database initiated
	1997	Electronic database completed & published newsletter	
	1998	1 regional seminar conducted & published newsletter	
	1999	1 seminar conducted & published newsletter	
	2000	1 regional seminar conducted & published newsletter	

	2001	1 seminar conducted & published newsletter	
	2002 (T)	Effective outreach	

S.S.OBJECTIVE 3

OBJECTIVE: Improved Women's Legal and Property rights and Increased Participation in Governance and Civil Society APPROVED: March, 1995 COUNTRY/ORGANIZATION: Global Bureau, WID Office			
RESULT NAME: Professional WID cadre developed (8 Fellows, 3 IDIs, & 2 PMIs placed).			
INDICATOR: Professionals trained in women's legal rights issues and placed			
UNIT OF MEASURE: Number of professionals trained in women's legal rights issues and placed in assignments <hr/> SOURCE: WorldWID Fellows Program; Monitoring and Evaluation of other project reports <hr/> INDICATOR DESCRIPTION: Professional trained in women's legal rights issues and placed in assignments <hr/> COMMENTS:	YE A R	PLANNE D	ACTUAL
	1995 (B)	2 Fellow; 1 IDI placed	
	1996	2 Fellows; 1 IDI placed	1 Fellow placed
	1997	2 Fellow, 1 IDI & 1 PMI placed	
	1998	2 Fellows placed	
	1999	1 PMI placed	
	2000	Network established in all geographic areas	
	2001		
	2002 (T)	Profession al WID Cadre Developed	

S.S.OBJECTIVE 3

OBJECTIVE: Improved Women's Legal and Property rights and Increased Participation in Governance and Civil Society APPROVED: March, 1995 COUNTRY/ORGANIZATION: Global Bureau, WID Office			
RESULT NAME: Improved integration of gender considerations into Agency policies and programs on women's legal status and participation.			
INDICATOR: Integration of gender into democracy and governance policies and programs			
UNIT OF MEASURE: 1. Number of strategic plans from USAID operating units which specifically address gender considerations beyond sex-disaggregated indicators. 2. Percent of in-country DG projects incorporating gender considerations into their design. 3. Percent of USAID/W DG training programs with gender component SOURCE: USAID Operating Units; project monitoring and evaluation reports INDICATOR DESCRIPTION: These indicators measure actual progress in integrating gender throughout the democracy and governance sector of USAID operating units activities, and training. COMMENTS:	YE A R	PLANNE D	ACTUAL
	1995 (B)	Gender integrated in Agency guidance, policy & training	
	1996	Continuing	Continuing
	1997	Continuing	
	1998	Continuing	
	1999	Review and Update	
	2000	Review and Update	
	2001	Review and update	
	2002 (T)	Gender integrated in Agency's policies & programs on Women's Legal Rights	

S.S.OBJECTIVE 4

OBJECTIVE: Support Integration of Gender Issues through USAID Regional and Country Programs
APPROVED: March, 1995 **COUNTRY/ORGANIZATION:** Global Bureau, WID Office

RESULT NAME: Effective and efficient technical assistance provided (3 to 5 Missions in each region annually).

INDICATOR: Quality and quantity of technical assistance

UNIT OF MEASURE: 3-5 Missions per region annually SOURCE: G/WID DH schedules and WIDSR contractor reports. INDICATOR DESCRIPTION: Quantity (3-5 Missions per region). Quality indicated by: 1) positive feedback from Missions and Bureaus. 2) timeliness of response to requests 3) repeat requests for G/WID technical assistance COMMENTS: Technical assistance was provided by direct hire and WIDSR staff to 4 different Missions in Africa (Kenya, Sierra Leone [BHR/OTI], Tanzania and Uganda; 5 in ANE (Cambodia, Egypt, India, Nepal and {Philippines); 5 in ENI (Albania, Central Asian Republics, Former Yugoslav \republic of Macedonia [Land Tenure Center], Poland, and Romania); and LAC (Bolivia [CDIE], Brazil and Peru). Some Missions received support from multiple technical assistance assignments completed during FY 96.	YEA R	PLANNE D	ACTUAL
	1995 (B)	12-20 Missions	
	1996	12-20 Missions;	17 Different Missions (20 separate TDYs)
	1997	12-20 Missions;	
	1998	12-20 Missions	
	1999	12-20 Missions	
	2000	12-20 Missions	
	2001	12-20 Missions	
	2002 (T)	12-20 Missions	